

Putting Children and Young People **First**

Our Service Improvement Plan for Children's Social Care



Cheshire East
Council

January 2017-2018

About our Plan

We want all our children and young people to be happy, healthy, and safe, and to be able to live a life that is full of fun and opportunities to learn and develop. Where possible, we want to support our children and young people to remain with their families within a loving, caring, safe and stable environment. When children are unable to remain in the care of the families, we want to ensure they receive a permanent loving home as soon as possible.

Children, young people, parents and carers have told us they want:

- **To be listened to**
- **To be included in their plans**, and **understand what the concerns are** and why they need a plan
- For **professionals to be clear with them** about what is going to, or could happen

This is our plan for how we in Children's Social Care Services, **will put the needs of our children and young people first and foremost in everything we do**, and deliver the very best service to all families that need our support.

Our service exists to support families at the times when they are most in need. The people who are best placed to tell us what they need, and how we can best offer support, are the families we work with, which is why involving children, young people, parents, carers and other family members is a large part of our plan.

Our plan focuses on the four key things we think **will make the most difference** to improving the lives of our children and young people. If we can consistently live, breathe and deliver these four priorities, the quality of our service and the outcomes for our children, young people and families will significantly improve:

1. We **always** put children and young people **first**
2. We understand **what impact** the situation is having on the child or young person
3. We **take action** to make positive change a reality
4. We work **with** families to achieve long lasting change. Children and young people get the **right service** for them, at the **right time**

In developing this plan, we have considered a range of sources that tell us how well our service is performing. This has included performance reports, audits on our work with families, the views of children, young people and families we work with, the views of our professionals, and the findings of the Ofsted safeguarding inspection which was carried out in July 2015. This plan addresses the areas we want to improve, but also recognises and builds on the strengths we have within our services.

We have a lot of strengths in Cheshire East; the most important of these is the passion, dedication, enthusiasm and creativity of our professionals. Therefore we will continue to invest in developing, supporting and empowering our workforce at every level in our new plan.

What we will do

This year we will be **changing how we deliver our services** to put the needs of our children and young people right at the heart of our service, and to support our families to develop long lasting, sustainable solutions. We will be adopting Signs of Safety as our new approach to working with families. This approach focuses on listening to the views of children and young people, and using these to show parents and carers what needs to change. It also focuses on working **with** parents and carers, and extended family members, recognising their strengths as a family, being very clear about what we want to achieve, why and by when, and supporting families to determine how they will make this happen.

This approach will:

- Put the needs of children and young people first
- Focus our work on the key issues for families
- Support us to build relationships with families and work together to achieve better outcomes for children and young people, so that families are involved in their plans and understand professional concerns and what safety looks like
- Recognise the strengths within families
- Support and empower families to create their own solutions
- Develop a shared language and understanding between families and professionals
- Deliver good outcomes for families that are sustainable in the long term.

We will also ensure our professionals have the **right support and tools in place** to enable them to conduct high quality work. This

includes management support, training and development opportunities, effective caseload management, policies, procedures and practice guidance, tools for working with families, the child's record system and ICT support and equipment.

We will align our audit and quality assurance process with the Signs of Safety approach. Audits will be completed by team managers **with** social workers, recognising their strengths, and supporting them to reflect on the quality of their work and identify areas they can learn from and improve on in future work. Our model of supervision will also be changed to reflect the Signs of Safety approach and will include group supervision to develop strong team working, sharing good practice and learning.



We will be offering '**Master Classes**' - **specific in-depth training available to all social work staff** on a monthly basis. The topics of the Master Classes will change each month and these sessions will cover areas of practice that we know we need to improve. These sessions will be responsive to findings from our audits and to feedback from staff on the areas they would like to feel more confident about or would like more support with.

We will also be working closely with our partners to ensure we have a joined up approach to working with families. Partners will receive briefings on the Signs of Safety approach, and we are implementing a **campaign for change across the partnership** to develop a shared culture and ambition for children and young people in Cheshire East, and improve the quality, consistency and ownership of partnership work. This approach will focus on key practice areas to raise awareness of good practice and expectations, and provide professionals with the mandate and support to challenge instances of poor practice.

Making Change a Reality

We have already established successful ways of driving improvements to our practice, and we will continue to use these this year. This includes but is not limited to:

- **Listening to the views of children, young people and parents** as part of our audit process, feedback surveys, and through our compliments, complaints and comments process
- **Involving children and young people in service design** and development through the work of our partnership boards

- **A coaching approach in our audits**, supporting professionals to reflect on their practice
- Communicating the **key messages from our audits in a newsletter to all our professionals**
- **Practice Challenge sessions**, where performance is scrutinised down to individual practitioner level to ensure we are focused on achieving good outcomes for children and young people
- **Practice and Performance Workshops**, where professionals are involved in developing our service and good practice is shared
- **Practice Champions**, who champion good practice within their teams, develop resources for professionals and troubleshoot and respond to issues raised by professionals.
- Actively seeking and developing our service in response to feedback from our professionals through the **Annual Social Work Staff Survey**
- Our **IRO Practice Alerts**, which challenge poor practice, including partnership practice, and recognise good practice
- Our successful **Recruitment and Retention Strategy** and steering group which has supported us to build a stable workforce.

Progress against our plan will be reviewed and scrutinised by senior managers, including the Executive Director of People's Services and Deputy Chief Executive, Kath O'Dwyer, on a quarterly basis to make sure we are on track and we achieve what we have set out in this plan. The sources we will use to evaluate whether we have made a difference are outlined against each of our priorities.

Nigel Moorhouse

Director of Children's Social Care and Deputy Director of Children's Services, Cheshire East Council

We always put children and young people **first**

Ref	What we will do:	When will we see an impact?	Who's responsible:
	<p>We will introduce Signs of Safety as our approach to working with families to put the needs of their children and young people first. This approach is focused on capturing the voice of children and young people, and using their worries, hopes, and good things they appreciate within the family to motivate families to make changes to improve their lives.</p> <p>The approach involves developing a supportive culture of honesty and transparency, and shared reflective practice and continual learning. Our implementation of this approach will include a review of our processes to ensure they are centred around the needs of children and young people, support best practice, and make the most efficient use of professionals' time so they can maximise their time with families.</p> <p>We will embed this as our way of working through:</p> <ul style="list-style-type: none"> • Complete commitment to the approach as our way of working from senior leaders, who will also be trained in the model • Involving families in the development of the approach, including co-developing communication materials for families on what the approach involves • Involving professionals in the development of the approach, including the production of good practice examples • Training all children's social care staff in the approach, including advanced training for Practice Leaders, our Team Managers, who will champion and support the approach within teams. Frontline partnership staff will also receive half day workshops on the approach so they understand their roles • Introducing supervision in line with the model, including reflective group supervision • Introducing direct work tools to capture the views, wishes and worries of children and young people in line with the model • Introducing a quality assurance framework and audit process that evaluates the impact on children and young people and supports reflective practice • Aligning our policies and procedures and practice guidance with Signs of Safety • Aligning the child's record system with Signs of Safety 	September 2017	Lauren Conway, Project Manager

Ref	What we will do:	When will we see an impact?	Who's responsible:
2	We will develop bespoke management training for team managers to ensure they have the skills and knowledge they need to support, inspire and challenge their teams to always put children and young people first	March 2017	Jacquie Sims and Pete Lambert, Heads of Service
3	We will implement a new way of gaining feedback from children, young people, parents and carers on a routine basis across children's social care – to be coproduced with children, young people and parents and carers who are using our services. Findings will be shared with professionals through e-bulletins, team meetings and Practice and Performance Workshops.	September 2017	Lauren Conway, Project Manager
4	A Business Improvement review will be completed on the role of Unit Coordinators and Senior Unit Coordinators in supporting teams and communication with families to identify any areas for improvement, and develop and define the Unit Coordinator role so that it best supports improved outcomes for children and young people.	March 2017	Glynis Caulfield, Senior Business Improvement Analyst
5	<p>All Independent Reviewing Officer (IRO) Child Protection Chairs will ensure that:</p> <ul style="list-style-type: none"> • they understand the views of child or young person • all child protection plans have the child or young person at the centre • all child protection plans are SMART (specific, measurable, achievable, realistic and timely), and are focused on achieving positive change for the child or young person <p>Child Protection IROs will develop strategies to better prepare children, young people and parents for initial and review conferences and increase their understanding of the child protection process prior to their first conference.</p>	July 2017	Susanne Leece, Safeguarding Manager for Child Protection Independent Reviewing Officers
6	<p>All cared for IROs will ensure that our cared for children and young people's views and needs are at the heart of all their reviews, and that the right children and young people have an Independent Visitor. This will be measured through:</p> <ul style="list-style-type: none"> • An increase in the number of children and young people who chair their reviews • All children and young people participating in their reviews • An increase in the number of young people participating in the review of their pathway plans <p>Cared for IROs will send a personalised response to all children and young people following their review which sets out their plan in terms of the issues that are important to them.</p> <p>Children and young people's views on how to improve the service will be sought through joint audits with young people of care and pathway plans.</p>	April 2017	Anna Connelly, Safeguarding Manager for Cared for Independent Reviewing Officers

Ref	What we will do:	When will we see an impact?	Who's responsible:
7	<p>The Care Leavers' service will establish close working relationships with the Care Leavers' Forum to ensure our services develop with young people at the core.</p> <p>We will publish our offer to Care Leavers to make our commitments to them clear.</p>	<p>December 2017</p> <p>March 2017</p>	<p>Peter Lambert, Head of Service for Cared for Children and Anji Reynolds, Service Manager for Permanence and Through Care</p>
8	<p>Services to children with disabilities will be developed further, alongside early help and special educational needs services, to ensure the child is always at the centre of our provision.</p>	<p>April 2017</p>	<p>Peter Lambert, Head of Service for Cared for Children, Ian Donegani, Head of Service for Special Educational Needs and Disabilities, and Keith Martin, Service Manager for Children with Disabilities Team</p>
9	<p>We will facilitate the growth of the fostering service, via innovation and working in partnership with other local authorities, to ensure children can be matched with the best placements to support placement stability.</p>	<p>July 2017</p>	<p>Pete Lambert Head of Service for Cared for Children, and Gill Brookes, Service Manager for Fostering and Adoption</p>
10	<p>All teams will celebrate the importance of involving children and young people in decision making throughout November as part of November Children's Rights Month</p>	<p>November 2017</p>	<p>All Teams</p>

How will we know if we've made a difference?

Measuring our performance		Thresholds		
		Requires Improvement	Good	Outstanding
Activity has improved outcomes for the child or young person (audit measure)		60-69%	70-79%	80-100%
Is anyone better off?				
Evaluating how well we did it	Feedback from Children and Young People, Parents and Carers	Feedback from Staff	Feedback from Partners	

Audit Reports show that children and young people's needs are understood and are the focus of the plan, and that timely action is taken to achieve the best outcome for children and young people

Compliments, Comments and Complaints Report and feedback surveys from children, young people, parents and carers show that families feel listened to by professionals, and received a service that helped them

Annual Social Work Staff Survey, Practice Champions Group and feedback from the Practice and Performance Workshops shows professionals live and breathe our values and are committed to putting children and young people first. Professionals report that they are supported by managers at all levels to put this into practice and can see the positive impact this has on outcomes for our children and young people.

Feedback from Partners from our **Multi-Agency audits, the LSCB Board, Quality and Outcomes Sub Group, and the Safeguarding Children Operational Group** shows that professionals live and breathe our values and are committed to putting children and young people first.



We understand **what impact** the situation is having on the child or young person

Ref	What we will do:	When will we see an impact?	Who's responsible:
11	<p>We will deliver 'Master Classes' – specific in-depth training in response to our areas for improvement. These sessions will be delivered on a monthly basis and will be open to all children's social care staff. Master Classes are currently planned on the following topics:</p> <ul style="list-style-type: none"> • Assessing Parental Capacity to Change • Exercising Professional Judgement • Parenting Assessments • Placement Planning • Leading and Chairing Effective Multi-Agency Meetings • Child Sexual Exploitation and Missing from Home and Care <p>Future sessions will continue to respond to findings from audit and staff suggestions.</p>	March 2017	Jacquie Sims, Head of Service for Child in Need and Child Protection
12	<p>The assessment, plan and review document for work with cared for children will be aligned into one document to streamline work for practitioners, ensure the information in each documents informs each other, and that are all reviewed regularly at the young person's review meeting.</p>	March 2017	Pete Lambert, Head of Service for Cared for Children
13	<p>We will adopt Signs of Safety as our way of working, which will support a continual questioning approach to explore and understand the strengths and risks within families. The approach includes capturing the child or young person's thoughts, worries and wishes, and this underpins and drives all the work with the family.</p> <p>We will implement the use of genograms as a direct work tool with children, young people and parents to inform Signs of Safety planning and identifying a safety network of people to support the family</p>	September 2017	Lauren Conway, Project Manager
14	<p>We will produce good practice examples of assessments evidencing analysis and rationale for decisions to support professionals.</p>	April 2017	Practice Champions

Ref	What we will do:	When will we see an impact?	Who's responsible:
15	The audit process will be redesigned to focus on the quality of the outcomes achieved for the child or young person to drive improvement and recognise and embed good practice.	April 2017	Kate Rose, Head of Service for Children's Safeguarding and Jackie Sims, Head of Service for Child in Need and Child Protection
16	All Child Protection Independent Reviewing Officers (IROs) will ensure the daily lived experience of children and young people is clearly understood by everyone at Conference, that the plan addresses the key areas that need to change, and contains measurable outcomes for children and young people. Child Protection IROs will lead Pan Cheshire workshops on understanding the impact on children and young people to share and develop good practice. A peer review in April 2017 will provide external validation of our progress in this area.	April 2017	Susanne Leece, Safeguarding Manager for Cared for Independent Reviewing Officers
17	The IRO Service will lead a cross-departmental task and finish group to develop a clear RAG (red, amber, green) rating tool to evaluate the quality of assessments. This will allow good practice to be recognised, and will increase awareness of good practice and drive up standards. It will support comprehensive information gathering and evidence based risk and needs analysis, alongside evidence of the child/ young person, and parent, carers and family participation in the assessment.	March 2017	Anna Connelly, Safeguarding Manager for Cared for Independent Reviewing Officers
18	All Cared for IROs will ensure that their recommendations from reviews are clearly linked to how this will positively impact on the child or young person. Biannual audits will be completed to support strong practice in this area.	February 2017	Anna Connelly, Safeguarding Manager for Cared for Independent Reviewing Officers
19	We will hold a Teaching Partnership annual conference for children's care professionals with key note speakers which celebrates social work practice and raises the profile of making professional judgements as social workers	December 2017	Sarah Flint, Practice Development Manager
20	We will revise and relaunch our strategy to tackle neglect, which will include: <ul style="list-style-type: none"> • completing a training needs analysis on neglect to ensure training can be tailored to meet partnership needs • adopting the updated and improved version of the graded care profile - graded care profile 2 • working with young people to better understand neglect from their perspective 	June 2017	Nigel Moorhouse, Director of Children's Social Care and Deputy Director of Children's Services

Ref	What we will do:	When will we see an impact?	Who's responsible:
<ul style="list-style-type: none"> • promoting the 'Act on Neglect' Campaign across the partnership, and raising awareness with multi-agency professionals that all professionals can use, and are expected to use, the graded care profile in neglect cases to assess and evaluate the impact of neglect on the child or young person • developing good practice examples • revising the neglect scorecard to incorporate more targets on which to measure success 	June 2017	Jacquie Sims, Head of Service for Child in Need and Child Protection	
<p>21 We will introduce 'Lessons Learned' meetings between children's social care and legal services to review key cases where the outcome we expected in court was not achieved to identify learning and any areas for improvement</p>	February 2017	Anna Connelly, Safeguarding Manager for Cared for Independent Reviewing Officers	
<p>22 We will develop and implement standardised tools that will support IRO scrutiny of the quality of consultation with children, young people, parents and carers when managing risk plans at trigger Level 1 and Level 2 missing from home and care meetings</p>			



How will we know if we've made a difference?

Measuring our performance	Thresholds		
	Requires Improvement	Good	Outstanding
Social worker identified and challenged safeguarding concerns (audit measure)	60-69%	70-79%	80-100%
Percentage of good or better quality combined assessments (audit measure)			
Percentage of good or better quality assessments for cared for children (audit measure)			

Evaluating how well we did it	Is anyone better off?		
	Feedback from Children and Young People, Parents and Carers	Feedback from Staff	Feedback from Partners

Audit Reports show that children and young people's needs are understood: assessments identify the key issues which are having the most impact on the child or young person, and professional analysis and rationale for decision making is clearly evident in the child's record.

Compliments, Comments and Complaints Report and feedback surveys from children, young people, parents and carers show that families feel listened to by professionals, and received a service that helped them

Feedback from the Master Class Sessions, Practice Coaching Audits, Practice Champions Group, and Annual Staff Survey shows professionals are confident in assessing the impact of situations on children and young people and feel supported to reflect on their practice.

Feedback from Partners from our **Multi-Agency audits, the LSCB Board, Quality and Outcomes Sub-Group, and the Safeguarding Children Operational Group** shows that professionals understand the impact of situations on children and young people and support them effectively.



We take action to make positive change a reality

Ref	What we will do:	When will we see an impact?	Who's responsible:
23	We will undertake a review of the front door to early help services, and map the pathways from referral to allocation to ensure families receive a timely service	February 2017	Tracy Ryan, Director of Prevention and Support, Lindsay Thompson, Service Manager for Family Focus and Jacquie Sims, Head of Service for Child in Need and Child Protection
24	We will complete a deep dive investigation on children seen within 10 days of the assessment to understand and address the areas for improvement	February 2017	Jacquie Sims, Head of Service for Child in Need and Child Protection
25	A core aspect of the Signs of Safety approach is identifying the timescale for when change should be achieved for every plan, which makes plans more timely. The risk for the child or young person is evaluated at every planning meeting which requires that all professionals reflect on the progress achieved so far.	September 2017	Lauren Conway, Project Manager
26	Child Protection Independent Reviewing Officers (IROs) will support timely action for children and young people through ensuring all child protection plans are SMART (specific, measurable, achievable, realistic and timely) and contain strong contingency plans. IROs will robustly challenge any incidences of drift and delay.	February 2017	Susanne Leece, Safeguarding Manager for Child Protection Independent Reviewing Officers
27	Cared for IROs will continue to actively track the progress of children's care plans, particularly when they are in care proceedings, and will appropriately escalate any cases that are not progressing within the child's timescale. Biannual audits will assess progress and support learning within this area.	February 2017	Anna Connelly Safeguarding Manager for Cared for Independent Reviewing Officers
28	The IRO Service will produce quarterly data reports on Practice Alerts, the formal dispute resolution process, and Partnership Alerts. These reports to be presented at Service Managers' meetings for discussion, reflection and agreeing action in response to any areas for improvement. Themes from the annual report will be shared with all children's social care professionals at the Practice and Performance workshops.	May 2017	Anna Connelly and Susanne Leece, Safeguarding Managers

Ref	What we will do:	When will we see an impact?	Who's responsible:
29	We will develop a robust system to ensure there is effective management oversight, at all levels across the service, of children and young people where improved outcomes are not being achieved within the child or young person's timescale. We will review Performance Challenge Sessions to ensure they focus on the quality of our services, and the impact on children and young people, and that they drive improved outcomes to high risk children and young people.	May 2017	Jacquie Sims and Pete Lambert, Heads of Service
30	Drift and delay for children and young people will be challenged within audits, and timely practice will be recognised and celebrated to drive improved outcomes for children and young people	March 2017	Auditors and Team Managers
31	We will update the policy and procedure for private fostering arrangements to ensure the process and expectations on timescales are clear	June 2017	Jacquie Sims, Head of Service for Child in Need and Child Protection
32	The process within the child's record system for private fostering will be streamlined to ensure the system supports efficient and timely practice	April 2017	Pete Lambert, Head of Service for Cared for Children
33	We will hold a workshop on improving our processes around Public Law Proceedings to make our action more timely for children and young people, and establish an action plan, which will be delivered by task and finish groups.	May 2017	Jacquie Sims, Head of Service for Child in Need and Child Protection
34	We will develop performance reports and a tracker for court work to support monitoring of timeliness for pre-proceedings and Legal Advice Meetings which will be scrutinised at monthly legal liaison meetings. Cared for IROs will actively track the progress of children where there is a court timetable and escalate where there is delay. Use of the Permanence Tracker will continue to support the timeliness of placement planning.	May 2017	Jacquie Sims, Head of Service for CIN&CP and Anna Connelly, Cared for IRO Manager, Pete Lambert, Head of Service for Cared for Children
35	We will ensure that all social workers receive regular, good quality supervision which supports reflection and learning so we can effectively support our children and young people. We will do this through tracking the frequency of supervisions and monitoring and challenging this in Performance Challenge Sessions, and completing a six monthly deep dive audit on the quality of supervision to identify and address any areas for improvement.	February 2017	Jacquie Sims and Pete Lambert, Heads of Service
36	We will embed good quality Pathway Plans to ensure best outcomes for care leavers. This will be achieved via team audits and team learning events.	April 2017	Pete Lambert, Head of Service for Cared for Children

How will we know if we've made a difference?

Measuring our performance		Thresholds		
		Requires Improvement	Good	Outstanding
No drift or delay in actions being completed (audit measure)		60-69%	70-79%	80-100%
Evaluating how well we did it		Is anyone better off?		
	Feedback from Children and Young People, Parents and Carers	Feedback from Staff	Feedback from Partners	

Audit Reports show that timely action is taken to achieve the best outcome for children and young people

Supervision Audit Report shows that staff receive regular supervision and good quality support which supports improved outcomes for children

Compliments, Comments and Complaints Report and feedback surveys from children, young people, parents and carers show that families received a responsive and timely service that helped them

Feedback from the Annual Staff Survey and Practice Coaching Audits shows that professionals feel supported and challenged to take timely action for children and young people

Feedback from Partners from our **Multi-Agency audits, the LSCB Board, Quality and Outcomes Sub Group, and the Safeguarding Children Operational Group** shows that professionals are responsive to children's needs, taking action in a timely way



We work **with** families to achieve long lasting change. Children and young people get the **right service** at the **right time**

Ref	What we will do:	When will we see an impact?	Who's responsible:
37	We will develop and implement a work plan for the LSCB Early Help Sub Group to drive developments across the partnership and ensure we support families at the earliest possible stage	March 2017	Tracy Ryan, Director of Prevention and Support
38	We will carry out a deep dive analysis of Child in Need cases to ensure they are at the right level of need	May 2017	Jacque Sims, Head of Service for Child in Need and Child Protection
39	We will review the role of the Family Support Service to ensure they are working at the right level of need, and review the timeliness of step up to social care	June 2017	Jacque Sims and Jonathan Potter, Heads of Service
40	We will review and revise the step down process, ensuring that step down requires that strong contingency plans are in place	June 2017	Jacque Sims and Jonathan Potter, Heads of Service
41	We will launch 'Project Macc' as part of our demand management strategy. Project Macc will mirror our successful Project Crewe service, working intensively with low level children in need cases to achieve sustainable change for families.	August 2017	Jacque Sims, Head of Service for Child in Need and Child Protection
42	We will complete an early help needs analysis for Cheshire East	March 2017	Jonathan Potter, Head of Service for Prevention
43	We will map the full range of early help services and undertake a demand-led review of future provision requirements	July 2017	Tracy Ryan, Director of Prevention and Support and Jonathan Potter, Head of Service for Prevention
44	We will develop a demand management strategy for Children's Social Care services	March 2017	Jacque Sims, Head of Service for Child in Need and Child Protection

Ref	What we will do:	When will we see an impact?	Who's responsible:
45	The Signs of Safety approach will focus on identifying the key risks ('danger statements') which parents need to address to keep their children safe. The work in the plan will be focused around addresses these issues. Signs of Safety focuses on parents and carers identifying and demonstrating change, including a safety network of people that will monitor and support the family once services are no longer involved, which supports sustainable change.	September 2017	Lauren Conway, Project Manager
46	Regular CAF (Common Assessment Framework) audits will be instated and reported to the Local Safeguarding Child Board (LSCB) to identify areas for partnership improvement.	March 2017	Lindsay Thompson, Service Manager for Family Focus
47	We will improve reporting around step down and CAF take up in order to drive effective challenge within the LSCB on partnership working, and establish an Early Help Performance Management Framework.	June 2017	Tracy Ryan, Director of Prevention and Support, and Lindsay Thompson, Service Manager for Family Focus
48	We will re-establish the CAF team, CAF training, and relaunch this with partners.	July 2017	Tracy Ryan, Director of Prevention and Support, and Lindsay Thompson, Service Manager for Family Focus
49	We will agree as a partnership how the Signs of Safety framework will be applied to our thresholds, and review, revise and relaunch the thresholds of need	August 2017	LSCB Early Help Sub Group
50	<p>Child Protection Independent Reviewing Officers (IROs) will ensure that parental motivation and capacity to change is a central consideration in all Child Protection Conferences and planning, and positive change for the child or young person, and that the family can sustain this, is clearly evidenced where cases are stepped down.</p> <p>IROs will track and provide additional scrutiny for children and young people who are on a second or subsequent plan through:</p> <ul style="list-style-type: none"> • Audits to identify learning points • Effective gatekeeping at the point of conference request • Robust contingency planning 	March 2017	Susanne Leece, Safeguarding Manager for Child Protection Independent Reviewing Officers

Ref	What we will do:	When will we see an impact?	Who's responsible:
	<ul style="list-style-type: none"> Appropriate escalation <p>IROs will ensure that there are clear contingency plans in place when cases are stepped down from child protection to ensure that the right action is taken immediately if outcomes for the child or young person start to deteriorate.</p>		
51	Cared for IROs will track the effectiveness of services provided to our cared for children and young people to promote achieving the very best outcomes for them	April 2017	Anna Connelly, Safeguarding Manager for Cared for Independent Reviewing Officers
52	We will ensure that the move into the Regional Adoption Agency realises best outcomes for our children in care by effective and prompt planning for adoption including best practice for concurrency planning and foster to adopt.	April 2017	Pete Lambert, Head of Service for Cared for Children



How will we know if we've made a difference?

Measuring our performance	Thresholds		
	Requires Improvement	Good	Outstanding
The social worker took the right action at the right time to protect the child or young person and their siblings (audit measure)	60-69%	70-79%	80-100%

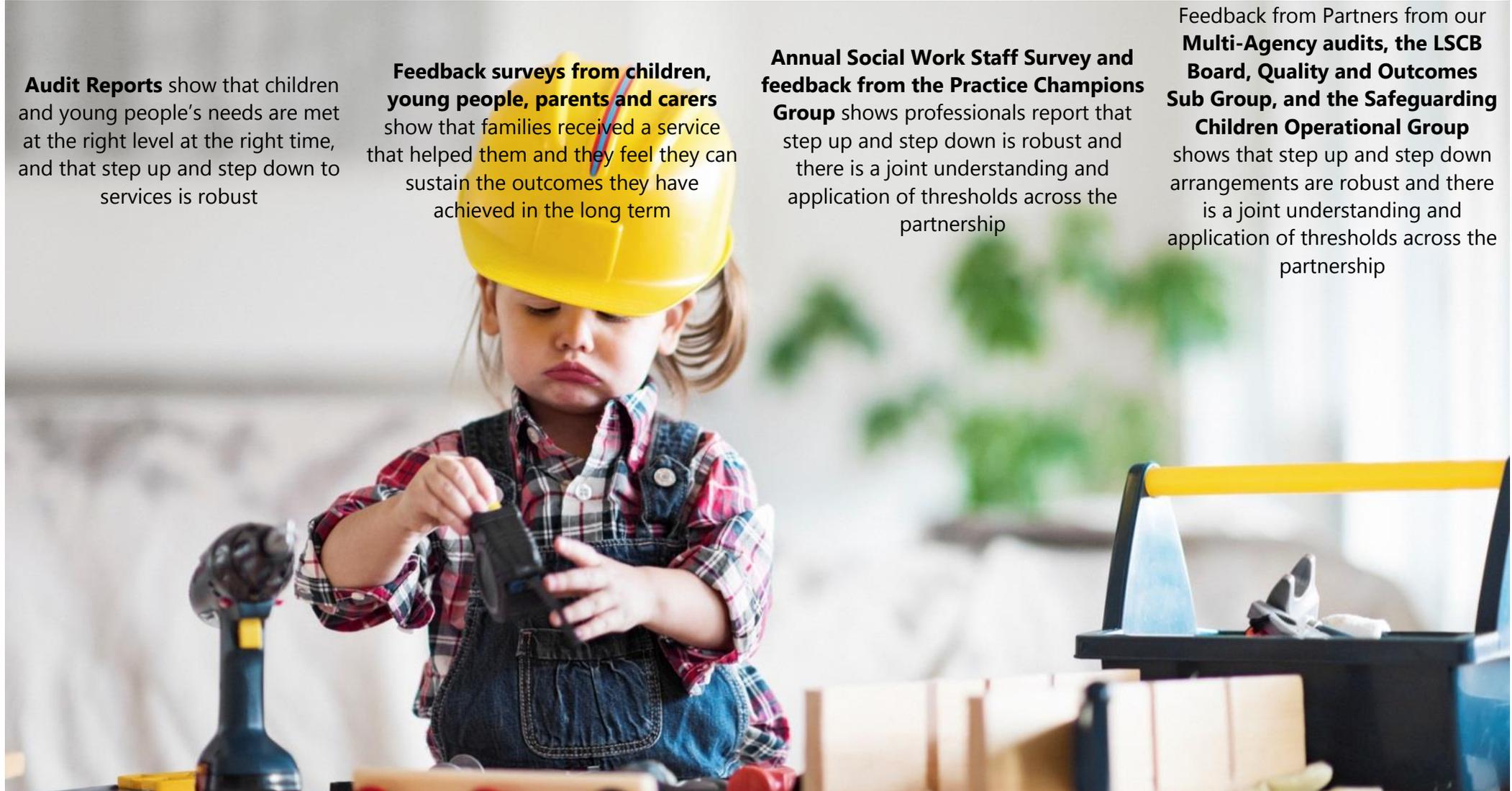
Evaluating how well we did it	Is anyone better off?		
	Feedback from Children and Young People, Parents and Carers	Feedback from Staff	Feedback from Partners

Audit Reports show that children and young people's needs are met at the right level at the right time, and that step up and step down to services is robust

Feedback surveys from children, young people, parents and carers show that families received a service that helped them and they feel they can sustain the outcomes they have achieved in the long term

Annual Social Work Staff Survey and feedback from the Practice Champions Group shows professionals report that step up and step down is robust and there is a joint understanding and application of thresholds across the partnership

Feedback from Partners from our **Multi-Agency audits, the LSCB Board, Quality and Outcomes Sub Group, and the Safeguarding Children Operational Group** shows that step up and step down arrangements are robust and there is a joint understanding and application of thresholds across the partnership



Your thoughts matter

If you have any thoughts or views on this plan, or how well we are progressing, please do contact us at ChildrensImprovement@cheshireeast.gov.uk

